Ministry of Justice

2011/12
Annual Service Plan Report

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Message from the Minister and Accountability Statement

As the Minister of Justice and Attorney General, I am pleased to introduce this *2011 12 Annual Service Plan Report.* The report reflects our many significant achievements of the past year and our strategies to move British Columbia toward a more effective and responsive justice system.

With the integration of the former Ministries of Public Safety and Solicitor General and Attorney General into the Ministry of Justice, we have strengthened our leadership in fulfilling our diverse justice and public safety responsibilities.

Families are at the forefront of government's agenda and families need safe communities and a timely and efficient justice system. That is why we embarked on a critical review of the Province's justice system and why we continue to implement projects to further justice reform.

With a focus on open government, accountability and transparency, the Province established the Independent Investigations Office to conduct criminal investigations of police-related incidents that result in serious harm or death. New *British Columbia Provincial Policing Standards* have also been established. These steps fulfil central recommendations of the Braidwood Commission and will strengthen public confidence in police. As Justice Braidwood said, and the Province agrees, public support is the most important weapon in the arsenal of police. Through citizen engagement and stakeholder consultation, we are developing a strategic BC Policing Plan. Citizens and public safety partners at all levels will assist in building an integrated, comprehensive and sustainable plan to guide policing into the future.

The new *Family Law Act* places the best interests of children first and foremost and also helps parents resolve disputes out of court, reducing pressure on the court system. In an effort to simplify court procedures, the use of videoconferencing is increasing court access in northern communities that experience high circuit court volumes as well as severe weather conditions. Further, with 23 Provincial Court judges appointed throughout the province since February 2010 and the ongoing hiring of sheriffs, deputy sheriffs and court administrators, we continue to invest crucial resources in the justice system.

Road safety is a priority and the Province has significantly reduced alcohol related fatalities, due in part to the success of the Immediate Roadside Prohibition Program. Further saving lives, the upgraded and expanded Intersection Safety Camera Program is now fully operational at 140 sites throughout 26 communities, helping to reduce crashes at high-risk intersections.

We also continue to strengthen public safety through our leadership role in emergency management. Flood mitigation, forest fire season preparation, and other emergency management priorities are crucial in protecting our communities and protecting the businesses and industries that provide jobs for British Columbians.

Considerable progress in cross-border collaboration with our counterparts in the State of Washington has resulted in better equipping both jurisdictions to plan and provide an 'all hazards' approach to address threats from natural disasters, such as earthquakes or tsunamis, or deliberate human actions, such as terrorism and organized crime. In many ways the threats we face are shared on both sides of the border, and we are best served by collaborating and planning in that context.

Finally, there were two recent significant anniversaries I am proud to recognize. The Drug Treatment Court of Vancouver celebrated its ten-year anniversary and has been highly successful in helping many offenders to break the cycle of crime and addiction. Additionally, the provincial Bait Car Program also celebrated its ten-year anniversary as the most successful program of its kind in North America, dramatically reducing auto crime in British Columbia over the past decade.

These are just a few of our many accomplishments during 2011/12, all of which are a testament to the dedication and professionalism of staff throughout the Ministry, and our successful collaboration with our justice and public safety partners.

The *Ministry of Justice 2011/12 Annual Service Plan Report* compares the actual results to the expected results identified in the *Revised 2011/12 – 2013/14 Service Plans* for the former Ministries of Attorney General and Public Safety and Solicitor General. I am accountable for those results as reported.

Honourable Shirley Bond
Minister of Justice and Attorney General

June 30, 2012

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Highlights of the Year

The following are some of our many significant achievements of the past year as we work to ensure that British Columbia is a province where people are safe and where citizens have timely access to information and services.

Improved performance and accountability

- In February 2012, the Province launched a critical review of British Columbia's justice system to identify ways of giving citizens more timely and effective justice services. One of Canada's most respected litigators, Geoffrey Cowper, QC, was appointed as independent chair to lead the review and, through widespread consultation processes, to examine the challenges set out in The Green Paper, Modernizing British Columbia's Justice System. As part of the broader review, British Columbia's criminal charge assessment process is also being examined to determine whether it is the most effective model for making prosecution decisions. Additionally, a review of British Columbia's legal aid system will determine whether the costs of delivering current services can be reduced so that savings can be used to expand the services provided. A final report will be delivered to the Province in July 2012.

- The Province created a civilian-led Independent Investigations Office, which will end the practice of police investigating police in cases involving death or serious harm. The Province made a commitment to establish the Office following recommendations of the Davies Commission of Inquiry into the death of Frank Paul and the Braidwood Commission of Inquiry into the death of Robert Dziekanski.

- The Missing Women Commission of Inquiry is considering the police investigations conducted between January 23, 1997 and February 5, 2002 into women reported missing from Vancouver's Downtown Eastside. The Province established the Commission of Inquiry with the goal of understanding what went wrong, so we can ensure mistakes of the past are not repeated. A report and recommendations will be provided to the Province in October 2012.

- The Ministry's Criminal Justice Branch developed the Major Criminal Case Management Model. Being implemented in 2012/13, the model applies project management methodology for maximum efficiency and cost-effectiveness to these complex and high-profile cases. The model includes best practices in areas like early advice from prosecutors to police during the investigation stage, disclosure, charge assessment, sustainable teams, legal research, victim and witness services, financial administration, technology, security, facilities, communications and performance measurement.

- The Ministry committed to increasing transparency and accountability by providing citizens with more accessible information about the justice system and Ministry operations and progress through the Province's DataBC website and the Ministry's JusticeBC website. Along with other data on the DataBC website, British Columbians can now use the JusticeBC Dashboard to access five years of provincial, regional and local court statistics, as

well as four years of Corrections information on admissions, releases and daily counts. Moving forward, additional statistics from all areas of the Ministry will be added to support the Province's Open Government initiative and ensure accessibility of the information needed to help generate innovative ideas around justice system modernization and reform.

Family access to simple legal solutions and faster resolution of civil disputes

- To support British Columbia families, the Province passed the *Family Law Act*[1], moving British Columbia to the forefront of family law reform in Canada. This landmark legislation puts the interests of children first and provides resources for couples to resolve issues out of court when relationships break down. Mediation and other approaches for resolving legal disputes are tools that also help reduce demand on the courts. The Act will be implemented in March 2013.

- Families requiring assistance with family law matters are now supported through 24 Family Justice Centres around the province and Justice Access Centres in Nanaimo and Vancouver. The Centres provide core services such as early information and needs assessment, dispute resolution, limited legal advice and referrals to appropriate services.

- A multi-year Child Protection Mediation Practicum Project concluded during which mediators in remote, rural and Aboriginal communities worked with experienced mediators to acquire the skills they need to offer service in their communities. This complex project, the first of its kind in Canada, brought together multiple organizations, including the Ministry of Children and Family Development, Mediate BC Society, the Law Foundation of BC and four Aboriginal organizations to recruit, train and provide the hands-on child protection mediation practice experience required to qualify for the Child Protection Mediation Program Roster. Thirty-five mediators who completed the practicum are now on the roster; 23 of these are Aboriginal. This project was a finalist for the 2011/12 Partnership Premier's Award.

- "Child Protection Mediation: Moving Towards Meaningful Engagement", a provincial forum on enhancing cross-cultural dialogue, particularly within Aboriginal communities in British Columbia, took place in February 2012. Developed and delivered jointly by the Ministry's Child Protection Mediation Program and the Mediate BC Society, the conference included 144 child protection mediators, legal and child welfare practitioners, and representatives of Aboriginal organizations.

- Funding for legal aid was boosted by $2.1 million to help ensure families have access to family and child protection services, bringing annual legal aid funding in the province to $68.8 million. This additional funding will assist families with emergencies related to custody or access, provide for representation for parents with children in the custody of the Ministry of Children and Family Development, and maintain services to help families find early and stable resolutions to their legal problems, often without having to go to court.

[1] www.ag.gov.bc.ca/legislation/family-law/index.htm

- More than $190 million was paid through the Family Maintenance Enforcement Program, thereby assisting families, and primarily children, to receive the financial support to which they are entitled. This was over $10 million more than the previous year, for approximately the same number of families.

Simplified and enhanced court procedures

- Twenty-three Provincial Court judges have been appointed in communities throughout the province since February 2010. In addition, legislation was passed to accommodate and provide flexibility for the use of senior part-time judges to meet urgent and unforeseen circumstances, such as additional sittings due to illness or injury to full-time judges.

- Since April 2011, 84 new deputy sheriffs have been trained. More than 520 sheriffs and deputy sheriffs work in 45 courthouses and 44 circuit courts in communities across the province. Their main responsibilities include: escorting prisoners between courts, correctional centres and police lock-up facilities; courthouse and courtroom security; and, jury management.

- A new training program for court administration staff has been put in place with the creation of the Centre for Court Administration at the Justice Institute of British Columbia. The Centre will provide new and current employees with the training they need to maintain the excellent service they provide in support of the judiciary and the people of British Columbia. A provincial instructor program, with a new team of 48 provincial instructors, has been developed to support delivery of training.

- The use of high-definition video-conferencing technology is increasing court access in the communities of Fort St. James and Vanderhoof, providing an alternative to in-person appearances for court matters for police, witnesses, the accused and other parties who might otherwise have to travel considerable distances, frequently in severe weather conditions.

Effective and proportionate crime prevention efforts and responses to crime

- The Province has a primary role in, and is responding to, 22 of the 53 recommendations identified in John Furlong and Doug Keefe's Independent Review of the 2011 Stanley Cup Playoffs Riot. Significant progress has been made with regard to recommendations concerning minimizing the flow of open liquor at regional events and coordination of first responder training and resource sharing.

- A total of $6.1 million of proceeds gained through unlawful activity and recovered through the Civil Forfeiture Program was granted in 2011/12 to support local crime prevention efforts throughout the province. This funding supports projects that reduce youth involvement in gangs, prevent violence against women and children, and further other crime prevention efforts. The funding has been made possible due to exceptional growth in proceeds recovered, resulting in part from streamlined processes for handling lower-value, undisputed claims.

- British Columbia is among seven provinces - including Alberta, Saskatchewan, Manitoba, Ontario, New Brunswick and Nova Scotia - that have signed an agreement to share information on civil forfeiture cases, strengthening the ability to successfully pursue the proceeds and tools of unlawful activity. Working together, we can better target the profit incentive behind crime and use those proceeds to make our communities safer.

- British Columbia launched a unique online training curriculum aimed at enhancing the ability of first responders and service providers to identify, assist and protect victims of human trafficking. The curriculum was developed through a contribution agreement of over $106,000 with Public Safety Canada and Justice Canada, and with in-kind support from the Ministry's Office to Combat Trafficking in Persons. It is currently being translated into French with financial support from the federal government.

- The Drug Treatment Court of Vancouver won a 2011/12 Regional Premier's Award in Cross Government Integration after 10 years of success improving outcomes for drug addicted offenders. The Drug Treatment Court, recently shown to reduce significant general reoffending by 35 per cent, and Controlled Drugs and Substances Offences by 56 per cent, uses an integrated team of justice, health and social service professionals to provide drug-addicted offenders with court supervised drug treatment to reduce future criminal offending and enhance public safety. Operating in the Downtown Eastside since 2001, it is the largest drug treatment court in Canada and provides a voluntary alternative to the regular criminal court process for individuals who commit offences because they have a drug addiction.

- The ten-year anniversary of the provincial Bait Car Program was also marked, having proven to be the most successful program of its kind in North America and establishing British Columbia as a leader in dramatically reducing auto crime. Between 2004 and 2010, auto thefts across the province dropped 65 per cent. The program continues to adapt to auto crime trends, including the addition of bait trailers last year.

- A new partnership between police, Crown and the Sheriff Service will make it harder for fugitives trying to escape out-of-province arrest warrants. A new memorandum of understanding signed by police chiefs throughout British Columbia allows all policing agencies in the province to take part in the new Fugitive Return Program, the first of its kind in Canada. The program builds on the success of the Vancouver Police Department's Con Air Program which, since 2008, has transported 98 fugitives out of British Columbia.

- The Province passed legislation to help deter and catch metal thieves, which will in turn protect 911 service and police communications, prevent theft-related power outages and reduce electrocution risks for innocent bystanders.

Policing reforms to better serve British Columbians

- The Province committed to creating a 10-year strategic plan for policing as part of overall work to reform the justice sector and make it more transparent and responsive to British Columbians. Based on public consultations, the plan will focus on crime prevention,

community safety, police oversight, the governance and structure of policing, and a comprehensive strategy around guns and gangs in British Columbia.

- Implementation of the Braidwood Commission of Inquiry recommendations was completed, with new policing standards related to Taser deployment, use of force, and video surveillance and recording in police buildings. The Province is continuing to develop additional standards in consultation with police and stakeholders.

- The Province reached a final agreement with the federal government for a new RCMP contract, a milestone achievement that reflects the Province's vision for a new partnership based on transparency and accountability. The new agreement has a 20-year term and features historic changes to management and financial transparency provisions. Provincial, federal and municipal governments will now jointly oversee how services are delivered and how costs are managed over time, with a five-year review planned to ensure the contract is achieving the needs of British Columbia communities policed by the RCMP.

More efficient and effective offender management

- Construction of the 216-cell expansion to the Surrey Pretrial Services Centre is underway. The $90 million expansion project will create 200 to 250 jobs during the construction phase and, upon completion, it will double the Centre's current capacity, providing the equivalent of 130 new corrections positions. Numerous innovations in design and surveillance, including state-of-the-art security systems, mean the facility, when operational, will provide a safer operating environment for both staff and inmates. In addition, the project is expected to attain Leadership in Energy and Environmental Design (LEED) Gold certification or the equivalent – the highest level of sustainability ever for a British Columbia correctional facility. The project is the centrepiece of the $185 million first phase of the Province's capital plan to expand correctional facilities and address capacity issues. Other expansion activities underway or planned include:
    - 104 new cells at Alouette Correctional Centre for Women, which will be completed and operational in 2012; and,
    - A new, 360-cell Okanagan Correctional Centre, which will be a major part of the second phase of the plan. In February 2012, the Province announced its preferred site for building this new facility, on Osoyoos Indian Band land near Oliver.

- The Guthrie House Therapeutic Community at the Nanaimo Correctional Centre won an Innovation Award at both the 2011/12 Regional and the 2011/12 Provincial Premier's Awards for its proven ability to reduce the criminal behaviour of offenders by up to 33 per cent. The first therapeutic community to operate in a Canadian correctional centre, Guthrie House supports offenders in developing closer connections with their families and with the communities in which they live. By teaching and modeling pro-social behaviours, treatment centre staff members help to change offenders' established patterns of negative thoughts, feelings and behaviours.

- Changes to the *Offence Act* will give courts more flexibility in managing offenders convicted under provincial statutes, better allowing them to ensure offenders' sentences best address the nature of the crime they committed. Probation orders may include a wide range of conditions, such as community work services, requirements not to attend a specific address or to stay away from certain locations. Flexible sentencing will help manage the behaviour of offenders in communities and enhance the rehabilitative aspects of sentencing.

Increased road safety

- British Columbia has led the way nationally in tackling drinking and driving. The Province's goal of reducing impaired driving fatalities by 35 per cent by or before the end of 2013 has already been surpassed. The most recent analysis shows that initial targets have been significantly exceeded. Compared to the average over the previous five years, alcohol-related motor vehicle deaths have dropped by 44 per cent since immediate roadside prohibitions came into force – with an estimated 71 lives saved. The Impaired Driving Initiative was a finalist for the 2011/12 Premier's Innovation Award.

- British Columbia's upgraded and expanded Intersection Safety Camera Program is now fully installed at 140 sites across the province. Digital cameras and automatic data transmission mean improved and more accurate capture of red light running offences which reduces dispute rates and improves the timeliness of fine payments. The streamlined system is in 26 communities across British Columbia and will continue to reduce the volume of crashes and injuries that occur daily. Ticket revenue generated by the program is distributed among municipalities to enhance police-based and community-based public safety programs.

Prevention of adverse events and mitigation of their impacts

- The Province is contributing $700,000 to fund training for local government emergency management staff and emergency social services volunteers. The funding will allow approximately 1,500 staff and approximately 2,400 volunteers to receive training online, at regional workshops, and through the Justice Institute of British Columbia. This funding will help local governments and volunteers strengthen their capacity to plan for, respond to and recover from emergencies and disasters. A further $40,000 enabled regional delivery of core training in emergency management to approximately 400 local authorities.

- Nineteen communities across the province will benefit from greater flood protection thanks to a joint investment by the governments of Canada and British Columbia. The funding is aimed to help communities meet their pressing infrastructure needs, protect families and communities' critical infrastructure, and support continued economic growth. A joint investment of over $31 million is geared toward 21 flood mitigation projects to help communities address existing concerns and take steps toward preventing flooding emergencies.

- Disaster Financial Assistance was approved for affected residents following five separate flooding events. Most significant was the flood damage caused by heavy rainfall in the Peace River Regional District in June 2011. Many people were profoundly affected by the flooding and the Province's first priority was to ensure claims were dealt with as expeditiously as

possible. The Disaster Financial Assistance Program helps eligible homeowners, residential tenants, farms, small businesses and charitable organizations when property is damaged by uninsurable disasters, including certain floods and mudslides. The Ministry and its partners were finalists for a 2011/12 Cross Government Integration Premier's Award for mitigating flooding in the Peace River Region.

Effective legal services to government

- The Ministry's Legal Services Branch launched its intranet site in 2011/12. The site provides information for clients (ministries and agencies) on the role and mandate of the Branch, and information on how and when to contact the Branch for legal services. Additionally, it provides an education component for clients on significant and emerging legal issues for government. The site is the first phase of expansion of legal services using technology to deliver services more effectively and efficiently. In addition to client-facing technology, the Branch completed development of its Knowledge Management Site to help fulfil its mandate and provide effective legal services to government.

Purpose of Ministry

In February 2012, the former Ministries of Attorney General and Public Safety and Solicitor General were brought under the organizational umbrella of a single ministry, the Ministry of Justice.[2] This new structure formalized an existing collaborative approach to modernizing the justice and public safety sector and ensures the best use of collective resources.

The mission of the Ministry of Justice is to lead law reform in British Columbia, see that public affairs are administered in accordance with the law, and ensure that British Columbia is a province where people are safe.

The Ministry's portfolio includes:

- Justice system reform;
- Crime prevention and restorative justice;
- Law enforcement;
- Prosecution of criminal matters;
- Community corrections and adult custody;
- Oversight of court administration;
- Provision of family justice services, such as mediation;
- Family maintenance enforcement;
- Protection of children and vulnerable adults;
- Victim services;
- Addressing violence against women;
- Anti-human-trafficking strategy;
- Funding of legal aid;
- Funding the human rights system;
- Legal advice to government;
- Representation of government before courts and tribunals;
- The BC Coroners Service;

Our vision for British Columbia is a safe and secure province where citizens have timely access to information and services to prevent and resolve legal disputes, and where we all work together to prevent and respond effectively to crime.

[2] At that time, responsibility for liquor control and licensing, and gaming policy and enforcement, was transferred to the Minister of Energy and Mines, including responsibility for the Liquor Distribution Branch and the British Columbia Lottery Corporation. Additionally, responsibility for the Insurance Corporation of British Columbia, the Public Sector Employers' Council Secretariat, and the British Columbia Pension Corporation was transferred to the Minister of Finance.

- Fire prevention, life safety and property protection;
- Emergency prevention, preparedness, response and recovery;
- Driver behaviour and road safety;
- Regulation of the private security industry; and,
- Consumer protection policy, including oversight of the administration of consumer protection legislation by Consumer Protection BC and the Motor Vehicle Sales Authority of British Columbia.

The Minister of Justice and Attorney General is also responsible for the Combined Forces Special Enforcement Unit of British Columbia (see page 51).

The Ministry employs over 6,000 British Columbians – a dedicated workforce that conducts its business in a manner that upholds government's values as identified in the *Province of British Columbia Strategic Plan*.

Throughout the Ministry the focus is on real outcomes for British Columbians, and resource allocation is based on evidence of where it will best improve justice and public safety outcomes. Through continuous review and improvement of business processes, the Ministry strives to maximize efficiency and effectiveness.

Central to the Ministry's success are the strong, collaborative relationships it maintains with stakeholders, partner agencies and other levels of government.

Strategic Context

The prevalence of crime in British Columbia is decreasing.[3] Mirroring trends at the national level, British Columbia's overall crime rate continued to decrease in 2010 for the seventh consecutive annual decrease and the lowest recorded crime rate in almost 40 years. British Columbia's overall crime rate in 2010 was 84.0 *Criminal Code* offences per 1,000 population, a seven per cent decrease from 89.9 offences per 1,000 population in 2009, and 33 per cent less than in 2004.[4] For further information on crime rates, see page 33.

The annual number of new Provincial Court criminal cases entering the system has declined by 13 per cent since 2001/02[5]. Timeliness has not improved, however, which suggests that a more aggressive reform agenda is needed to move cases to resolution at a faster rate. Court procedures are being streamlined through new technologies and innovations, while initiatives are underway to move disputes out of courtrooms to allow court hearings to be reserved for the most serious offences.

In response to the 2011 Stanley Cup Riot, a dedicated team of skilled and experienced Crown counsel was established to review police reports and manage the ensuing prosecutions. It is important to note that despite the number of individuals anticipated to be charged, riot cases will represent a small percentage of the Ministry's yearly caseload.

Large criminal trials that consume a disproportionate amount of resources are becoming more frequent in British Columbia. The Ministry is examining data related to large cases to more fully understand their impact.

The relative severity of crime has decreased in the province. According to the 2010 Crime Severity Indexes developed by Statistics Canada, British Columbia experienced a decrease in crime severity of seven per cent from 2009, one of the largest decreases in overall crime severity index values of all Canadian provinces.[6]

The complexity of crime is increasing due in part to transformation in information and communication technology. Organized crime crosses community, provincial and national boundaries and is a presence in many forms of criminal activity, including murder, gang

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[3] Detailed overviews of crime data collection and trends in crime statistics in British Columbia are available at www.pssg.gov.bc.ca/policeservices/statistics/index.htm.

[4] Canadian Centre for Justice Statistics, Statistics Canada, 2010.

[5] New Provincial Court criminal cases per year (2001/02 to 2010/11); does not include traffic or bylaw cases.

[6] Canadian Centre for Justice Statistics, Statistics Canada, 2010. While crime rates measure volumes and count all crimes equally, the Crime Severity Indexes are designed to measure changes not only in year-to-year crime volumes but also changes in those volumes based on specific seriousness weights assigned to each offence. These weights assign higher values to more serious crimes while less serious, high volume crimes are assigned lower values.

violence, illegal drug production and trafficking, identity theft, payment card fraud, money laundering, cybercrime and firearms smuggling.

Trafficking in persons for sexual exploitation and forced labour is a prolific area of international criminal activity and a leading source of profit for organized crime. Canada is a source, transit and destination country for human trafficking, and Vancouver has been identified as a port of concern, as both a destination and a transit point. In addition, some Canadian women and girls, many of whom are Aboriginal, are trafficked within the country for sexual exploitation.[7]

Domestic violence remains a great concern. While both women and men report experiencing domestic violence, the majority of victims of police-reported spousal violence are women, accounting for 83 per cent of victims of domestic violence in Canada.[8] The nature and consequences of domestic violence are also typically more severe for women. One of the key findings of recent BC Coroners Service research into domestic violence deaths in British Columbia since 2003 was that murdered women are eight times more likely than men to be killed by their spouse or romantic partner.[9] The study looked at a total of 120 homicides which occurred in the province from 2003 through 2011 in circumstances of "intimate partner violence." Those 120 victims represented about one-eighth of all the persons who were victims of homicide in British Columbia during the nine-year period. Overall, 36.4 per cent of women who were murdered were killed by their intimate partners, while only 4.6 per cent of male victims died in such circumstances.

Over-representation of Aboriginal people in the justice system continues to be an issue in British Columbia. Aboriginal people are over-represented as both offenders and victims. A high youth population and difficult social conditions in Aboriginal communities contribute to this situation.

Corrections caseloads impact Ministry operations. The number of people under community supervision in British Columbia has increased by 33 per cent, or approximately 6,000 people, since 2004/05. During 2011/12, the average daily count was 23,844.

During 2011/12, the average daily inmate population was 2,634. The number of adults in custody has been largely driven by growth in the number of people awaiting trial or sentencing. Ten years ago, these remand inmates accounted for one-third of the provincial inmate population; now, they account for one-half.

To address capacity needs, the Province is currently completing a $185 million Phase One expansion Plan and is beginning the next phase with planning for a 360 cell Okanagan Correctional Centre on the Osoyoos Indian Band's proposed site. The Okanagan Correctional

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[7] US Department of State, *Trafficking in Persons Report*, 2009.
[8] Statistics Canada, *Family Violence in Canada: A Statistical Profile*, 2009.
[9] The full report may be found on the BC Corners website at www.pssg.gov.bc.ca/coroners/publications/index.htm

Centre – the first partnership of its kind between Corrections and a First Nation – will be a key component of the second phase of the Province's Corrections Capital Asset Management Plan. The completed facility will contribute to an overall increase of almost 800 new cells on the Lower Mainland, in the Interior and in the North since 2008. For more information on the Corrections Capital Asset Management Plan, see page 50.

Managing complex offenders has become more challenging, with a disproportionate number of individuals under Corrections supervision affected by substance abuse, addictions, persistent mental illnesses and/or concurrent disorders. The high proportion of violent, high-risk and/or complex offenders has resource implications and requires specialized staff training, offender programs, security, and custodial and community supervision.

Offenders posing a medium or high risk to reoffend make up about 74 per cent of the sentenced community offender population. Community Corrections is receiving more medium-risk and high-risk offenders than low-risk offenders. Medium-risk and high-risk offenders are more likely to reoffend and therefore require more intense and complex case management.

Civil and family justice processes have been impacted by cost, delay and complexity. Reform initiatives are underway to improve outcomes for families through innovative service delivery and more legal support for out-of-court processes. This approach is set out in the new *Family Law Act* which will help people to settle their disputes early and without going to court, where possible, and will assist parents to focus on making decisions in the best interests of their children. In addition, the Province is moving forward with its commitment to providing British Columbians with an inexpensive, fast and convenient alternative to court for the resolution of some civil disputes. The new Civil Resolution Tribunal will build on British Columbia's excellent tradition of administrative justice, but in a new and even more accessible way, with many services delivered online.

Litigation matters involving government continue to increase in complexity and cost. During 2011/12, these included: ongoing litigation against major tobacco manufacturers: applications for damages under the *Charter of Rights and Freedoms*; the polygamy reference case and consequent actions and decisions; a reference case on assisted suicide; the federal securities constitutional challenge; impaired roadside prohibitions; and, Aboriginal litigation. In addition are consultations and development processes for new legislation. The need for legal advice for government's strategic and policy priorities is ongoing and the Ministry continues to provide this service across government.

The safety of all road users remains a priority as motor vehicle collisions continue to be a leading cause of accidental death and serious injury for all age groups. Drug-impaired driving is an emerging issue for traffic enforcement. Intersection crashes continue to be a major cause of provincial casualty crashes, and motorcycle safety, medically-at-risk drivers, distracted drivers and high-risk drivers are other areas of concern.

Emergency management requires coordinated prevention and mitigation, preparedness, response and recovery efforts to: minimize loss of life and suffering; protect health, property, infrastructure and the environment; limit economic loss; and, reduce the potential social impacts of all hazards.

The number and severity of natural disasters that challenge individuals, communities and all levels of government are increasing due to factors such as climate change, the popularity of backcountry recreational activities and the urbanization of rural areas. These natural disasters can pose significant risks to the continued delivery of programs and services to the public. Public expectations with respect to the quantity and timeliness of the information provided by emergency management agencies are also increasing.

Climate change is of concern to all. The Ministry continues to support and is committed to the Province's climate change adaptation strategy. The strategy calls on government agencies to consider climate change and its impacts, where relevant, in planning, projects, policies, legislation, regulations and approvals, by assessing business risks and opportunities related to climate change. Adaptation is a vital part of government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, the business sector and communities.

Report on Performance

The ten goals presented in this section of the report represent a reframing and consolidation of the goals presented in the *Revised 2011/12 – 2013/14 Service Plans* for the former Ministries of Attorney General and Public Safety and Solicitor General.

Key objectives and strategies have been realigned under the new goals and now reflect a stronger emphasis on innovation and reform. To avoid duplication, the strategies identified are each presented under only one goal, although many of the strategies in fact support more than one.

The performance measures from the service plans of the prior justice and public safety ministries have been maintained and realigned with the goals. Four additional performance measures are also included:

- Number of Ministry data sets available on the DataBC website;
- Number of binding *British Columbia Provincial Policing Standards* approved for implementation;
- Number of officers assigned to integrated policing units; and,
- Percentage of adult offenders who do not reoffend for two years following release from custody or commencement of community supervision.

Measuring the performance of justice and public safety systems is complex. Long-term outcomes, such as reductions in crime rates or traffic injury and fatality rates, for example, are affected by many factors and are not under the exclusive control of any one program area or ministry. The complex nature of these challenges requires an integrated response from multiple areas and levels of government, as well as from the business sector and community partners.

The measures reported here represent only a few indicators of performance. The degree of influence varies by measure. In some cases, measures indicate specific program results; in other cases, measures may be the result of multiple agencies' efforts as well as external influences. Together, these measures, along with the trends discussed in the Strategic Context section, allow readers of this annual report to gauge progress toward the goals and objectives presented.

Performance Results Summary Table

Goal 1: Improved performance and accountability in the justice and public safety systems For greater detail see pages 24 to 25	**2011/12 Target**	**2011/12 Actual**
1.1 Enhanced performance information is available to measure and improve system effectiveness		
1.2 Justice and public safety services and programs are evidence based		
1.3 Justice and public safety system information is available to the public		
Percentage of British Columbians who have a 'great deal of' or 'quite a lot of' confidence in the justice system	DATA WILL BE AVAILABLE IN 2013	
Number of Ministry data sets available on the DataBC website: • Corrections • Court Services • Office of the Superintendent of Motor Vehicles	NEW MEASURE	8 13 2
Goal 2: Family access to simple legal solutions For greater detail see pages 26 to 27	**2011/12 Target**	**2011/12 Actual**
2.1 Families in conflict are able to access affordable alternatives to court		
2.2 Family justice services are timely and innovative		
2.3 Family justice services are proportionate to the impact and complexity of the matter		
Median age in days of a family application when first order is issued	92	104
Goal 3: Faster resolution of civil disputes For greater detail see pages 27 to 28	**2011/12 Target**	**2011/12 Actual**
3.1 People and businesses are able to access affordable alternatives to court		
3.2 Civil justice services are timely and innovative		
3.3 Civil justice services are proportionate to the impact and complexity of the matter		
Median age in days of a small claims case at first substantive appearance	168	201
Median age in days of a small claims case at trial stage	318	419

Goal 4: Simplified and enhanced court procedures For greater detail see pages 29 to 31	**2011/12 Target**	**2011/12 Actual**
4.1 Court procedures are understandable and affordable		
4.2 Court processes are timely and efficient		
Average number of appearances per concluded case – Provincial Criminal (Adult and Youth)	5.8	6.0
Median time in days to conclude Provincial Criminal cases	77	80
Percentage of British Columbians, 15 years and older, who perceive that the criminal courts do a good job of: • Providing justice quickly • Helping the victim • Determining whether or not the accused is guilty • Ensuring a fair trial for the accused	DATA WILL BE AVAILABLE IN 2014/15	
Goal 5: Effective and proportionate crime prevention efforts and responses to crime For greater detail see pages 31 to 35	**2011/12 Target**	**2011/12 Actual**
5.1 Crime prevention resources are allocated based on evidence of what works		
5.2 Criminal legislation and justice sector responses to crime are relevant to current societal conditions and trends		
5.3 Offenders are brought to justice		
5.4 Victims of crime receive timely information, assistance and support		
5.5 British Columbians have confidence in their personal safety and property security		
Police-reported BC crime rates: • Violent crime • Property crime • Other • Total	14.8 48.5 16.5 79.8	DATA AVAILABLE SUMMER/FALL 2012
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	150	232 NOT ACHIEVED

Goal 6: Policing reforms to better serve British Columbians For greater detail see pages 36 to 38	**2011/12 Target**	**2011/12 Actual**
6.1 Police resources are more effectively managed and are focused on high-risk activity		
6.2 Policing is governed by consistently applied standards and accountabilities		
6.3 British Columbians have confidence in policing		
Number of binding *British Columbia Provincial Policing Standards* approved for implementation	NEW MEASURE	14
Number of officers assigned to integrated policing units	NEW MEASURE	1108
Goal 7: More efficient and effective offender management For greater detail see pages 38 to 41	**2011/12 Target**	**2011/12 Actual**
7.1 Management of offenders is evidence-based, integrated, and based on court orders and risk to reoffend		
7.2 Resources are focused on medium-risk and high-risk offenders		
Percentage of community case management quality assurance activities that meets Community Corrections' policy expectations overall	92	92 ACHIEVED
Average number of program hours per month available to inmates in custody centres	687	774 EXCEEDED
Percentage of adult offenders who do not reoffend for two years following release from custody or commencement of community supervision		
• Community Corrections	NEW MEASURE	76.2
• Custody		48.4
• Overall rate of non-reoffending		71.9

Goal 8: Increased road safety For greater detail see pages 42 to 43	**2011/12 Target**	**2011/12 Actual**
8.1 Resources are focused on high-risk driver behaviour		
8.2 Road safety systems are more effective and efficient		
Number of traffic fatalities per 100,000 population	7.6	6.4 EXCEEDED
Number of traffic injuries per 100,000 population	451.1	423.9 EXCEEDED
Number of impaired driving fatalities per 100,000 population	2.5	1.6 EXCEEDED
Goal 9: Prevention of adverse events and mitigation of their impacts For greater detail see pages 44 to 46	**2011/12 Target**	**2011/12 Actual**
9.1 Emergency prevention, preparedness, response and recovery are effectively managed		
9.2 Fire prevention, life safety and property protection programs are promoted		
9.3 Communities are informed and educated about deaths in support of public health and safety initiatives		
9.4 Consumers are protected through effective legislation		
Percentage of critical Temporary Emergency Assignment Management System (TEAMS) positions filled by qualified government employees	97	97 ACHIEVED
Goal 10: Effective legal services to government For greater detail see pages 46 to 47	**2011/12 Target**	**2011/12 Actual**
10.1 Government follows the rule of law		
10.2 Legal services to government are provided by experts, are proportionate to the level of risk, and are efficient and sustainable for ministries		
10.3 Legal services are provided to client ministries through a variety of means, optimizing use of technological opportunities		
Percentage of government ministry clients satisfied with the quality, timeliness and consistency of legal services	90	90 ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1 Improved performance and accountability in the justice and public safety systems

Objective 1.1 **Enhanced performance information is available to measure and improve system effectiveness**

Objective 1.2 **Justice and public safety services and programs are evidence based**

Objective 1.3 **Justice and public safety system information is available to the public**

Strategies

- In 2011/12 the Province launched a justice system review to identify reform opportunities to give British Columbians more timely and effective justice services. The objective of the review is to identify long-term, fiscally responsible solutions to improve outcomes and accountability across the justice system through a positive dialogue with the Judiciary and our justice system partners.
- The Ministry also engaged an external expert to review British Columbia's criminal charge assessment process to determine whether it is the most effective model for making prosecution decisions.
- The Legal Services Society was asked to conduct an examination of the legal aid system to determine if the costs of delivering current services can be reduced so that savings can be used to expand legal aid services.
- The Ministry progressed in building business intelligence capacity to report on the functioning, strengths and weaknesses of the justice system's performance. To lead this work, an Office of Business Intelligence and Performance Management was established within the Ministry. The Office is developing and implementing a Performance Measurement and Management Framework to better manage results, increase accountability, inform strategic decisions, and enable more effective resource allocation and project planning.
- The Ministry's Criminal Justice Branch developed a new comprehensive Major Case Management Model to be implemented in 2012/13 (see page 6).
- Through the DataBC website, information is being made available to the public to increase transparency and accountability by allowing broader community access to justice and public safety information. The Ministry will continue to introduce new data sets to the website over time.

Performance Measure 1: Public Confidence in the Justice System

Performance Measure	2003[1] Baseline	2008 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of British Columbians who have 'a great deal of' or 'quite a lot of' confidence in the justice system	50	53	DATA WILL BE AVAILABLE IN 2013		

Data Source: Statistics Canada, General Social Survey on Social Engagement. Past service plans of the former Ministry of Attorney General reported on public confidence using data from the BC Omnibus Survey; as this survey has been discontinued, data from the Statistics Canada General Social Survey are now used. The General Social Survey is conducted every five years to gather data on the activities and perceptions of Canadians.

[1] The baseline from 2003 has been retained as the Ministry is tracking long-term trends in public confidence.

Discussion of Results

The Ministry is tracking long-term trends in public perceptions of the justice system as an indicator of its effectiveness. Members of the public must have confidence in the justice system for it to function effectively and to ensure continued public participation and support.

New results will be reported when they become available in 2013.

Performance Measure 2: New Release of Publicly Available Data Sets

Number of Ministry data sets available on the DataBC website	2009/10 Actual	20010/11 Actual	2011/12 Target	2011/12 Baseline
Corrections	NEW MEASURE			8[1]
Court Services				13
Office of the Superintendent of Motor Vehicles				2

Data Source: Branch records and DataBC website: www.data.gov.bc.ca

1 The 2011/12 baseline for Corrections was reported as 32 in the *Ministry of Justice 2012/13 – 2014/15 Service Plan* published in February 2012. The 32 data sets were subsequently revised and collapsed into eight data sets with additional years of information included and no data removed. This revision was made to better match the organization of the Corrections data on the Justice BC Dashboard.

Discussion of Results

The Ministry will continue to track the number of new data sets published on the DataBC website to facilitate broader public access to information about government programs and services.

Goal 2 Family access to simple legal solutions

Objective 2.1 **Families in conflict are able to access affordable alternatives to court**

Objective 2.2 **Family justice services are timely and innovative**

Objective 2.3 **Family justice services are proportionate to the impact and complexity of the matter**

Strategies

- The *Family Law Act* was passed to provide a framework for families to resolve their disputes out of court and to clarify family law, providing greater certainty for families in conflict. The Act puts the interests of children first and provides tools for families to resolve issues out of court when relationships break down. It also encourages mediation and other approaches to resolving legal disputes that help reduce demand on the courts while increasing access to justice.
- The Ministry continues to support Justice Access Centres to promote greater access to justice solutions. Front-end, accessible justice information and service 'hubs' provide people with assessment, information, advice, referral and other services to help solve their family and civil justice disputes.
- The Ministry is expanding its holistic early family needs assessment across the province for families in legal conflict. This is now offered out of 24 Family Justice Centres and two Justice Access Centres.
- In cooperation with the Ministry of Children and Family Development, the Ministry is building upon the success of the current Child Protection Mediation Program by continuing to expand child protection mediation into Aboriginal communities and increase the number of qualified Aboriginal mediators on the Child Protection Mediation Roster.
- Family maintenance reforms include providing online information and self-help dispute resolution tools for all inter-jurisdictional support orders, followed by expansion to other types of support orders.

Performance Measure 3: Family Court Timeliness

Performance Measure	2008/09 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011 Actual[3]
Median age in days of a family application when first order is issued[1,2]	98	97	99	92	104

Data Source: Courts Electronic Information System

[1] This measure reports the median number of days between filing an application to obtain or change an order and when the order is issued on a family matter in Provincial Court. Cases included in the measure involve family maintenance, child custody, guardianship and access.

[2] To ensure consistency with 2011 results, historical medians were altered to reflect a large data cleanup initiative implemented in 2011.

[3] At the time of publishing this report, fiscal 2011/12 year end data were not ready for reporting, so calendar year end data for 2011 have been used. Fiscal 2011/12 data will be available July 2012.

Discussion

Timeliness of family cases is an indicator of an effective civil and family justice system.

Delays in scheduling are a contributing factor to the five-day increase in time required to obtain a first order on a standard application in Family Court. Compared to 2010/11, this is a five per cent increase in the median age in days of a family application when first order is issued.

The Ministry will continue to look for new ways to improve timeliness to resolution of family matters, including moving appropriate cases to mediation and simplified trials. The Ministry will also continue to implement reforms to wills, estates and succession law as well as reforms to other areas of family and civil law, such as implementation of the *Family Law Act*.

Goal 3: Faster resolution of civil disputes

Objective 3.1 **People and businesses are able to access affordable alternatives to court**

Objective 3.2 **Civil justice services are timely and innovative**

Objective 3.3 **Civil justice services are proportionate to the impact and complexity of the matter**

Strategies

- Through Provincial Court Small Claims Reform, appropriate cases are moved to mediation and simplified trials, reducing the time between filing of cases and their resolution, and decreasing the number of Provincial Court judges required for small claims.
- Through Administrative Justice Reform, the Ministry works with British Columbia's 26 administrative tribunals to support business innovation and best practices relating to early information sharing, dispute resolution and shared technology to improve efficiency.
- The Ministry continues to implement wills, estates and succession law reform and improve other areas of civil and family law.

Performance Measure 4a and 4b: Small Claims Timeliness

Performance Measure	2008/09 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011 Actual[3]
Median age in days of a small claims case at first substantive appearance[1]	150	170	203	168	201
Median age in days of a small claims case at trial stage[2]	320	343	400	318	419

Data Source: Courts Electronic Information System

[1] This measure calculates the median number of days from the date a file is opened in Provincial Court to the date of the first substantive appearance, which includes settlement conferences, summary trials, simplified trials or mediation. This methodology provides a picture of the speed and timeliness of the entire small claims process across the province, regardless of the process used.

[2] This measure reports the median number of days from the date a file is opened in Provincial Court to the date of the trial.

[3] At the time of publishing this report, fiscal 2011/12 year end data were not ready for reporting, so calendar year end data for 2011 have been used. Fiscal 2011/12 data will be available July 2012.

Discussion

Timeliness of small claims cases is an indicator of an effective civil justice system.

As the Ministry is tracking long-term trends in small claims timeliness, the 2011/12 targets for these measures have not been adjusted to reflect the higher than anticipated results for 2010/11. As a result, the 2011/12 targets appears to be ambitious. Results for these indicators reinforce the need for civil justice reforms.

The volume of small claims cases in Provincial Court dropped in 2011 from 2010, returning to a volume consistent with five years ago of about 16,200 new cases. Of the small claims cases that had their first substantive appearance (for example, settlement conferences, summary trials, simplified trials and mediation) in 2011, 41 per cent of small claims cases reached their first substantive appearance within six months and 46 per cent within six to twelve months. This is a significant shift in small claims timeliness compared to five years ago, when the percentage of cases with a substantive appearance within six months was 66 per cent.

Delays in scheduling in Small Claims Court are likely the main factor contributing to the time required to reach the first substantive appearance. Also, unlike Criminal Court, Small Claims Court is largely a party-driven system, which can significantly affect the timely resolution of cases, and small claims cases can be resolved by the parties without the court being notified. The increase in small claims volumes, as well as multi-defendant cases, problems with contacting the opposing party, changes of lawyers, additions of parties, and delays caused by pre-trial motions also impact the time it takes to get to a first substantive appearance.

The Ministry will continue to explore new ways to improve timeliness to resolution, including reviewing the strategies noted above and by moving appropriate cases to mediation and simplified trials.

Goal 4: Simplified and enhanced court procedures

Objective 4.1 **Court procedures are understandable and affordable**
Objective 4.2 **Court processes are timely and efficient**

Strategies

- The Ministry continues to advance in the area of automation and electronic courts processes (eCourt).
- The Criminal Case Management Pilot Project was designed to increase efficiencies and decrease administrative appearances in court, thereby decreasing delays and costs.
- Applying lessons learned from the Bail Reform Project, opportunities are being expanded for conducting Criminal Court hearings and interviews by video-conferencing technology. The Ministry will evaluate potential efficiencies of enhanced video appearances and meetings between accused and counsel.

Court Services

Ninety-eight per cent of British Columbians live within one hour of travel time to a court.

The Ministry provides court services, such as registry services and security, to British Columbia courts, including the British Columbia Court of Appeal (in four locations), the British Columbia Supreme Court (in 26 locations), and the Provincial Court of British Columbia (in 88 locations). To learn more, visit: www.ag.gov.bc.ca/courts

- The Ministry continues to support the Native Courtworker and Counselling Association of British Columbia, an organization with a 38-year history of providing services to Aboriginal people who come into conflict with the law, as well as services to children and families. Located in 28 communities, the program covers 74 per cent of the courts, including Vancouver's Downtown Community Court.
- The Victim Court Support Program is currently operational in Port Coquitlam and Surrey and in Vancouver's Downtown Community Court. This initiative assists victims of crime to understand and participate in the justice process through information, court accompaniment, and referrals to other justice and community services.

Performance Measure 5: Average Number of Appearances

Performance Measure	2008/09 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011 Actual[2]
Average number of appearances per concluded case – Provincial Criminal (Adult and Youth)[1]	6.0	5.9	5.9	5.8	6.0

Data Source: Court Services Branch Criminal Management Information System

[1] For the cases concluded in each of the above reporting periods, this measure represents the average number of appearances scheduled during the life of the cases from first appearance to conclusion.

[2] At the time of publishing this report, fiscal 2011/12 year end data were not ready for reporting, so calendar year end data for 2011 have been used. Fiscal 2011/12 data will be available July 2012.

Discussion of Results

Timeliness of criminal cases is an indicator of an effective criminal justice system.

While the volume of new criminal cases has started to decline over the past few years, the average number of appearances per concluded case has remained fairly stable. With more simplified court processes in place, we would expect this may contribute over time to a decrease in the average number of appearances on a concluded criminal case. Further, reducing the average number of court appearances needed to complete a court case should mean faster case resolution, resulting in a lower financial cost per case. The Ministry continues to be innovative in its approach to reducing the number of appearances per concluded case. For example, new criminal case management rules intended to streamline cases are being piloted at several locations across the Province.

Performance Measure 6: Timeliness of Criminal Case Conclusion

Performance Measure	2008/09 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011 Actual[2]
Median time in days to conclude Provincial Criminal cases (Adult and Youth)[1]	78	78	79	77	80

Data Source: Court Services Branch Criminal Management Information System

[1] For the cases concluded in each of the above reporting periods, this measure represents the median number of days it takes from the date the information is sworn to the date the case is completed.

[2] At the time of publishing this report, fiscal 2011/12 year end data were not ready for reporting, so calendar year end data for 2011 have been used. Fiscal 2011/12 data will be available July 2012.

Discussion of Results

Delays in scheduling and case complexity are likely contributing factors to the one-day increase in the time it takes to resolve a criminal court case, although it is still consistent with historically reported time to disposition figures. There are a number of initiatives in place intended to bring this number down in the future.

Performance Measure 7: Public Confidence in the Criminal Court System

Performance Measures	2004/05 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of British Columbians, 15 years and older, who perceive that the criminal courts do a good job of:			Data will be available in 2014/15		
Providing justice quickly	11	9			
Helping the victim	16	15			
Determining whether or not the accused is guilty	22	22			
Ensuring a fair trial for the accused	43	46			

Data Source: Statistics Canada, General Survey on Victimization (GSS) Cycle 18, 2004, and GSS Cycle 23, 2009.

Discussion of Results

The Ministry tracks long-term trends in public perceptions of the Criminal Court system as an indicator of its effectiveness. Data for this measure are currently only available from the General Social Survey on Victimization conducted by Statistics Canada approximately every five years.

Goal 5 Effective and proportionate crime prevention efforts and responses to crime

Objective 5.1 Crime prevention resources are allocated based on evidence of what works

Objective 5.2 Criminal legislation and justice sector responses to crime are relevant to current societal conditions and trends

Objective 5.3 Offenders are brought to justice

Objective 5.4 Victims of crime receive timely information, assistance and support

Objective 5.5 British Columbians have confidence in their personal safety and property security

Strategies

- The Ministry continues to work with its government and community partners to implement and support crime prevention strategies to address issues such as youth gang violence and sexual exploitation, and to support community-based crime prevention and restorative justice initiatives.
- Profits from illicit activities are recovered through civil forfeiture and recovered proceeds are allocated to crime prevention activities. Proceeds recovered under the *Civil Forfeiture Act* have grown from $600,000 in 2006 to more than $10.5 million in 2011. The recovery of these proceeds from the criminal economy deters criminal enterprises – in particular organized crime – by targeting the economic drivers of crime. In 2011/12, the Civil Forfeiture Office made $6.1 million available to communities to support local crime prevention efforts. Civil forfeiture grants provide one-time funding for projects that prevent and remediate crime, such as youth gang prevention and the prevention of violence against women and children.
- The fight against guns and gangs continues through a robust strategy that includes new laws and prevention support, and a highly effective unit of Crown counsel providing legal advice to police on organized crime investigations.
- In addition to launching Canada's first comprehensive, online anti-human-trafficking curriculum (see page 9), the Ministry, in partnership with the University of British Columbia, held a consultation on human trafficking. *Palermo Protocol: The Second Decade: Building on BC's Response to Human Trafficking* brought together key stakeholders for discussions and input into the ways British Columbia can build on its response to combating human trafficking.
- Under the *Criminal Records Review Act*, individuals working with children or vulnerable adults and who have unsupervised access to children or vulnerable adults must submit to a criminal record check. The Criminal Records Review Program helps protect children and vulnerable adults from individuals whose criminal record indicates they pose a risk of physical or sexual abuse or, in the case of vulnerable adults, financial abuse.
- The Ministry supports the Provincial Protective Measures Unit, which specializes in assisting victims at risk of serious injury or death as a result of domestic violence. The Ministry also supports integrated Domestic Violence Units and Elder Abuse Units, which are partnerships between Victim Services, police and other service providers to ensure rapid follow-up on high-risk domestic violence cases reported to police and to support older, vulnerable adults.
- The Ministry maintains the Protection Order Registry, a confidential database containing all civil and criminal protection orders issued in British Columbia. The intent of the registry is to help reduce violence against women and vulnerable adults, youth and children through support of the enforcement of protection orders.
- Through the Victim Safety Unit, victims of crime are provided with access to information about an accused or offender in their case, including whether the person is incarcerated, when they may be released, and what conditions they must follow in the community.

- Protective measures, such as home alarms and relocation expenses, are provided through the Crime Victim Assistance Program to address the safety concerns of victims of domestic violence and to prevent further abuse. The program also provides eligible victims of violent crime and their family members with financial assistance and other benefits.
- Funding and support is provided for over 160 police-based and community-based victim service programs, over 65 outreach and multicultural outreach programs, and over 180 counselling programs for women and children impacted by violence.
- The Ministry supports the development of volunteer-based Community Accountability Programs that embrace the principles of restorative justice. Programs across the province are eligible to receive up to $2,500 in funding to support them in providing volunteer training and recognition, and to off-set administrative costs.
- The Ministry is leading a four-year project (2011 – 2015)supported by the federal government's National Crime Prevention Centre to reduce and prevent offending, crime and violence in three high-risk Aboriginal communities through the delivery of culturally responsive direct intervention programs.
- Programs are funded that are specifically designed to serve Aboriginal victims of violence, in addition to programs that serve areas with high Aboriginal populations, reserves and/or specific First Nations. These programs include Victim Services, Stopping the Violence Counselling, Children Who Witness Abuse Programs, and Outreach Services for women fleeing violence.
- The Ministry supports VictimLink BC, a toll-free helpline that provides crisis support to victims of family and sexual violence, and provides information, referrals and other assistance to victims of all crimes. Service is provided in 110 languages, including 17 North American Aboriginal languages, 24 hours per day, seven days a week.
- The Ministry provides an effective compliance and enforcement strategy for the private security industry to ensure that only qualified security workers, who have undergone requisite background checks, training and licensing, provide security services.

Performance Measure 8: Police-reported BC Crime Rates

Police-reported BC crime rates (*Criminal Code* offences per 1,000 persons)	2009 Actual	2010 Actual[1]	2011 Target[2]	2011 Actual
Violent crime[3]	16.7	15.6	14.8	DATA AVAILABLE SUMMER/FALL 2012
Property crime[4]	55.3	51.1	48.5	DATA AVAILABLE SUMMER/FALL 2012
Other[5]	18.1	17.4	16.5	DATA AVAILABLE SUMMER/FALL 2012
Total	90.1	84.0	79.8	DATA AVAILABLE SUMMER/FALL 2012

Data Source: Crime rates are obtained through the Uniform Crime Reporting Survey. Every police agency across Canada participates in this annual survey, which is managed nationally by the Canadian Centre for Justice Statistics, a part of Statistics Canada. Crime rates are based on all police-reported violent crime, property crime and other offences, but do not include offences that are traffic, drug or federal statute related.

[1] The data are reported by calendar year. The most recent year for which data are available is 2010.

[2] The targets for 2011 have been adjusted from those reported in the *2012/13 – 2014/15 Service Plan* of the former Ministry of Public Safety and Solicitor General based on the 2010 rates.

[3] Violent offences include homicide, attempted murder, sexual assaults, non-sexual assaults, firearm offences, robbery, forcible confinement/kidnapping, abduction, extortion, criminal harassment, uttering threats, threatening or harassing phone calls, and other violent offences.

[4] Property offences include the offence categories of theft, motor vehicle theft, possession of stolen property, breaking and entering, arson, mischief, and fraud.

[5] *Criminal Code* offences which are not violent or property related are classified as other offences. These include counterfeiting, offensive weapons, child pornography, prostitution, disturbing the peace, offences related to the administration of justice and other miscellaneous *Criminal Code* offences.

Discussion of Results

The crime rate is the number of *Criminal Code* offences (excluding drug crimes and traffic-related offences) reported for every 1,000 persons. It is a better measure of trends in crime than is the actual number of offences because it allows for population differences.

The targets established for police-reported crime rates for 2011 were a five per cent decrease from 2010 rates. It is anticipated that 2011 crime rates for British Columbia will be available in late summer or early fall of 2012. New results will be presented in future Ministry service plans and annual reports as the data become available.

While crime rates have been presented in this plan under the fifth goal, they are also linked to other Ministry goals, such as effective policing and offender management.

Long-term trends in crime rates are also discussed in the Strategic Context section of this report (see page 15).

Performance Measure 9: Timeliness of Victim Financial Assistance Claim Adjudication

Performance Measure	2008/09 Baseline	2009/10 Actual[1]	2010/11 Actual	2011/12 Target	2011/12 Actual
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	159	229	171	150	232 NOT ACHIEVED

Data Source: Results for this measure are derived from the Electronic Victim Information System and manual records, taking into account the dates claims were received and the dates they were completed, and the cases that remain outstanding.

[1] The result of 229 days for 2009/10 was higher than anticipated because there was a four-month period during the year when hiring processes resulted in the program operating with a 20 per cent reduction in the number of adjudicators.

Discussion of Results

This measure indicates the level of client service and system efficiency in administering the Crime Victim Assistance Program under the *Crime Victim Assistance Act*. The program provides victims and others impacted by violent crime with access to financial assistance and other benefits to assist in reducing the impact of crime.

To determine claimants' eligibility for benefits, the Crime Victim Assistance Program must obtain supporting information from third parties, such as police and medical professionals. This reliance on third parties to provide information results in the majority of claims being adjudicated within approximately five months; urgent cases requiring immediate assistance are expedited.

The 2011/12 target of 150 days reflects an ambitious effort to maintain high levels of service despite continued increases in the number of applications to the program (a 40 per cent increase since 2006).

The average time to adjudicate claims was 232 days in 2011/12. During the year, the program had an unanticipated number of retirements and long term leaves amongst adjudicators that affected the average timeframe for adjudication. To address this, the program has conducted a review of administrative practices in order to streamline operations. In addition, a human resources plan has been implemented and staff vacancies are being addressed. Staffing is not expected to be a factor in fiscal 2012/13.

Goal 6 Policing reforms to better serve British Columbians

Objective 6.1 **Police resources are more effectively managed and are focused on high-risk activity**

Objective 6.2 **Policing is governed by consistently applied standards and accountabilities**

Objective 6.3 **British Columbians have confidence in policing**

Strategies

- The Ministry supports intelligence-led, evidence-based policing. This approach combines research on effective crime reduction strategies with using timely and accurate data to analyze crime problems, and deploying resources efficiently to prevent and reduce crime.
- Through citizen engagement and stakeholder consultation, the Ministry is developing a strategic plan for policing that sets out goals, targets and performance standards for policing in the province. Public safety partners at all levels are working together, in consultation with communities and the public, to build an integrated, comprehensive and sustainable plan to guide policing in British Columbia into the future.
- The Independent Investigations Office was established to lead investigations into police incidents that result in serious harm or death (see page 6).

Policing in British Columbia

Residents of British Columbia receive police services from: an RCMP provincial force; 61 RCMP municipal forces; 11 independent municipal police departments; one First Nations administered force; the RCMP federal force; Municipal, Provincial and Federal Integrated Teams; the Combined Forces Special Enforcement Unit; and, the Canadian National and Canadian Pacific Railway Police. The South Coast British Columbia Transportation Authority Police Service is a designated police unit in the Lower Mainland, and there are also enhanced police services at the Vancouver and Victoria International Airports. To learn more, visit:
www.pssg.gov.bc.ca/police_services

- The Ministry has strengthened the governance of policing by developing binding *British Columbia Provincial Policing Standards* (see page 10). Additional standards will continue to be developed focusing on high-risk areas, such as use of force.
- The Ministry continues to enhance the effectiveness of police agencies through coordination and, where appropriate, integration of police services, and works with police agencies and municipalities to ensure that appropriate infrastructures are in place so that police have the most modern technologies available to combat crime.

Performance Measure 10: Policing Standards

Performance Measure	2009/10 Actual	20010/11 Baseline	2011/12 Target	2011/12 Actual
Number of binding *British Columbia Provincial Policing Standards* approved for implementation	0	0	NEW MEASURE	14

Data Source: Results for this measure are derived from records kept by the Policing and Security Programs Branch, Ministry of Justice.

Discussion of Results

The *British Columbia Provincial Policing Standards* serve to set benchmarks against which certain aspects of police activities are measured. The *Standards* are designed to ensure the safe and effective delivery of policing. The *Police Act* was recently amended to make compliance to the *Standards* binding on police.

This is a new measure for the Ministry, developed subsequent to publication of the *Revised 2011/12 – 2013/14 Service Plan* of the former Ministry of Public Safety and Solicitor General; therefore a target had not been established for 2011/12. The Ministry intends to increase in the number of *Standards* implemented over time to strengthen police accountability.

Performance Measure 11: Integrated Policing

Performance Measure	2009/10 Actual	20010/11 Baseline	2011/12 Target	2011/12 Actual
Number of officers assigned to integrated policing units	DATA NOT AVAILABLE	1057	NEW MEASURE	1108

Data Source: Results for this measure are derived from records kept by the Policing and Security Programs Branch, Ministry of Justice. Results are based on the rolling average of the number of positions assigned over the prior five years.

Discussion of Results

This new measure reports the number of police positions assigned to integrated teams in recognition of the operational efficiencies realized through cooperative efforts. As the measure was developed subsequent to publication of the *Revised 2011/12 – 2013/14 Service Plan* of the former Ministry of Public Safety and Solicitor General, a target had not been established for 2011/12.

British Columbia has more integrated and joint forces operations per capita than anywhere in Canada. The move towards the integration of police services avoids duplication and optimizes efficiency and effectiveness in the delivery of many core and specialized policing functions.

These combined units consist of police officers from the RCMP and independent municipal police forces. They facilitate the provision of a seamless, integrated, professional police service through sharing of expertise and intelligence in order to successfully respond to various types of globalized and cross-jurisdictional organized and major crimes. For example, the Integrated Homicide Investigation Team (IHIT), created in 2003, investigates all homicides, missing persons cases where foul play is suspected, police shootings, in-custody deaths, and attempted

murders in its partner jurisdictions. IHIT allows for the pooling of resources and specialized personnel, and has the ability to operate across boundaries and maintain the continuity of each investigation on a long-term basis. It provides participating partners access to the specialized services necessary for conducting highly complex homicide investigations.

The Province provides leadership, program support, and human and financial resources to facilitate the establishment of such units.

Goal 7 More efficient and effective offender management

Objective 7.1 Management of offenders is evidence-based, integrated, and based on court orders and risk to reoffend

Objective 7.2 Resources are focused on medium-risk and high-risk offenders

Strategies

- The Province continues developing new infrastructure to effectively address the increased inmate population. To expand jail capacity, $185 million in capital is being invested between 2008/09 and 2013/14 (see page 50).
- Progress continues on implementation of the Strategic Training Initiative in Community Supervision (STICS), an evidence-based training program developed to assist probation officers in their direct supervision of offenders subject to sentenced supervision. The program has been shown to reduce reoffending by 38 per cent among medium-risk and high-risk offenders.
- Risk assessments are conducted for sentenced offenders and services are delivered based on risk. The risk assessment process incorporates the use of various evidence-based and best practice tools to estimate offenders' security risk in custody, perceived risk of recidivism in the community, the nature of that harm, and the source of the risk, to inform case management practices. Research shows that the best method to reduce reoffending is to assess risk, match the level of service to that risk, and directly link programs to changeable risk factors, such as substance abuse.
- To reduce the risk offenders pose to public safety, the Ministry integrates services with a variety of government partners, such as the Ministry of Social Development and the Ministry

Community Corrections Offices and Provincial Correctional Centres

The Ministry operates over 50 community corrections offices that provide service to more than 400 communities across the province, and nine correctional centres – two on Vancouver Island, two in Greater Vancouver, three in the Fraser Valley, one in the Interior and one in the North. To learn more, visit: www.pssg.gov.bc.ca/corrections.

of Health. For example, the Drug Treatment Court of Vancouver, the Downtown Community Court and the Vancouver Intensive Supervision Unit have been operating in the Downtown Eastside to provide specialized services to clients. Another example is the Integrated Offender Management and Homelessness Intervention Project, which facilitates housing support for inmates leaving custody. The Ministry continues to look for new opportunities to collaborate, integrate and expand offender management approaches.

- The Ministry continues the strategic targeting of prolific offenders to reduce the criminal behaviour of these individuals through treatment of the issues driving their offending. Enforcement agencies (police, Corrections and Crown counsel) work with a range of health and social service partners to reduce the amount of crime committed by a small number of prolific offenders.
- The Ministry continues to develop and maintain world-class technologies to support and manage workload, protect the public and reduce reoffending. The Ministry also conducts and collaborates in innovative research and evaluation projects to improve responses to offenders' risks and needs, and to contribute to pioneering research and interventions.
- Efforts continue to reduce rates of Aboriginal reoffending, improve access to culturally appropriate correctional programs for Aboriginal offenders, and reduce over-representation of Aboriginal people in the justice system. The Ministry partners with Aboriginal service providers to: jointly deliver programs, such as Substance Abuse Management and Respectful Relationships, in various British Columbia communities; provide spiritual leadership, counselling and cultural programming in custody centres; and, support communities in receiving ongoing training in case management and program delivery to facilitate community re-integration of Aboriginal offenders.
- The Ministry supports the Native Courtworker and Counselling Association of British Columbia, an organization with a 38-year history of providing services to Aboriginal people who come into conflict with the law, and services to children and families. The program remains a key component of the justice system, is located in 28 communities, and covers 74 per cent of the courthouses throughout the province as well as the Downtown Vancouver Community Court.
- Best-practice interventions and programs are delivered to respond to the needs of remanded and sentenced inmates, along with evidenced-based programming to facilitate the active engagement of offenders in increasing their pro-social behaviours and regulating and decreasing their reoffending behaviours. Programs include the Relationship Violence Prevention Program, the Violence Prevention Program, Essential Skills to Success and the Nanaimo Correctional Centre's Therapeutic Community (see also page 10).

Performance Measure 12: Quality of Community Case Management

Performance Measure	2009/10 Actual[1]	2010/11 Actual	2011/12 Target[2]	2011/12 Actual
Percentage of community case management quality assurance activities that meets Community Corrections' policy expectations overall	88	91	92	92 ACHIEVED

Data Source: Results for this measure are derived from the Corrections operating system. Quality assurance activities include the reviews completed by local managers of probation officers' work in the program areas of Alternative Measures, Bail Supervision, Core Facilitation, Interviewing, Conditional Sentence Order Calculation, Pre-Sentence and Community Assessment Reports, and Risk/Needs Case Management.

[1] This percentage is based on partial year data as data collection for the measure began in September 2009.

[2] The 2011/12 target has been revised from the target of 89 per cent reported in the *Revised 2011/12 – 2013/14 Service Plan* of the former Ministry of Public Safety and Solicitor General. The original target of 89 per cent had been based on a forecast of 88 per cent for 2010/11.

Discussion of Results

This measure provides an assessment of the steps taken to ensure high-quality and resource-effective case management. Local managers assess the case management work of probation officers with offenders to determine whether casework meets Community Corrections' policy expectations. This is the integral first step in breaking the cycle of criminogenic behaviour and reducing recidivism.

Targets for the measure are based on past performance with reasonable rates of improvement over time. In response to the increasing client count in Community Corrections, workload reduction strategies have been implemented. This allows Probation officers to focus on quality of service and the target established for this measure for 2011/12 was achieved.

Performance Measure 13: Availability of Correctional Programs

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target[1]	2011/12 Actual
Average number of program hours per month available to inmates in custody centres	540	657	687	774 EXCEEDED

Data Source: Results for this measure are derived from the Corrections operating system. Programs included for male offenders are Substance Abuse, Violence Prevention, Respectful Relationships, and Essential Skills to Success. Programs included for female offenders are Substance Abuse, Emotions Management, Relationship Skills, and Essential Skills to Success. Multiple programs may run at the same time.

[1] The 2011/12 target has been revised from the target of 595 reported in the *Revised 2011/12 – 2013/14 Service Plan* of the former Ministry of Public Safety and Solicitor General. The original target of 595 had been based on a forecast of 567 for 2010/11.

Discussion of Results

This measure indicates the level of access inmates have to the correctional programming linked to behavioural change that is provided in correctional centres across the province. Targets for the measure are determined by past performance with reasonable rates of increase from year to year.

Accepting the premise that inmates who complete correctional programming are less likely to reoffend, the ultimate long-term outcome associated with this measure is reduced recidivism.

The Ministry continues to make significant efforts to raise the profile and highlight the benefits of engaging inmates with programs. This, combined with an increase in the integrity of Corrections data entry, stability in program staff, and ongoing support to program staff champions, contributes to inmate engagement.

Performance Measure 14: Rates of Non-reoffending

Percentage of adult offenders who do not reoffend for two years following release from custody or commencement of community supervision[1]	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Community Corrections[2]	71.0	72.6	74.3	N/A	76.2
Custody[3]	34.2	37.2	43.9	N/A	48.4
Overall rate of non-reoffending[4]	65.3	66.8	69.7	N/A	71.9

Data Source: Corrections Branch. This measure is based on offence date rather than sentence date. That means it includes all individuals, regardless of court date, who are not reconvicted with an offence date that falls within the two-year follow-up period. Therefore, the rates reported may shift slightly over time. The rate is calculated at the conclusion of each fiscal year for the purpose of the Ministry's service plans and annual reports. Each year's rate is based on the cohort two years prior. In other words, the 2011/12 actual is based on offenders admitted and/or released in 2009/10.

[1] All rates were refreshed as of April 1, 2012 (see comments above in Data Source).

[2] The Community Corrections rate is derived from individuals whose supervision was all or mostly in the community. It is the percentage of offenders who do not return to Corrections within two years of commencement or active community supervision.

[3] The Custody rate is derived from individuals who were released from custody and did not receive follow-up supervision in the community. It is the percentage of offenders who do not return to Corrections within two years of their release from custody.

[4] The overall rate of non-reoffending is the percentage of offenders who do not return to Corrections within two years of commencement or active supervision in the community or release from custody.

Discussion of Results

Rates of non-reoffending are used as a litmus test when assessing the overall effectiveness of the justice system in deterring and rehabilitating offenders.

Specific targets for this measure had not been established for 2011/12 as the measure was not included in the *Revised 2011/12 – 2013/13 Service Plan* of the former Ministry of Public Safety and Solicitor General.

The Ministry plans to improve rates of non-reoffending by continued focus on evidence-based strategies, such as those identified above, and through increased collaboration with our justice, social and health partners.

Goal 8 Increased road safety

Objective 8.1 Resources are focused on high-risk driver behaviour
Objective 8.2 Road safety systems are more effective and efficient

Strategies

- The Ministry uses targeted, data-driven and intelligence-led enforcement to identify and apprehend high-risk drivers, and supports the goal of integrated policing through the Enhanced Traffic Enforcement Initiative, which brings together RCMP and independent municipal police officers in Integrated Road Safety Units that focus on harm reduction through data-driven enforcement campaigns. The initiative also supports community safety and crime reduction tactics, such as the Bait Car Program.
- Sanctions for all high-risk driving behaviour continue to be enforced, including alcohol-impaired, drug-impaired and distracted driving, and the Ministry supports CounterAttack and other priority provincial enforcement campaigns.
- The Ministry continues to implement technological solutions to enhance and complement police resources. For example, aggressive driving behaviour is being combated through the upgraded and expanded 140-site Intersection Safety Camera Program (see also page 11).

Performance Measures 15a and 15b: Traffic Fatality and Injury Rates

Performance Measure	2005 - 2009 Baseline[1]	2009 Actual	2010 Actual[2]	2011 Target[3]	2011 Actual[4]
Number of traffic fatalities per 100,000 population	9.2	8.3	8.1	7.6	6.4 EXCEEDED
Number of traffic injuries per 100,000 population	576.6	455.5	465.0	451.1	423.9 EXCEEDED

Data Source: Data for these measures are collected from police-attended collisions involving injuries and/or fatalities. Collision data are collected by police and individual reports may be subject to error. Collisions involving only property damage and collisions unattended by police are not included. As policing priorities do not allow officers to attend all collisions, it is estimated that police reports may not include up to 20 per cent of injuries. These data are reported by calendar year. Rates per 100,000 population are based on population numbers from BC Stats as of July 1st of each year.

[1] The baseline was calculated for the five-year period from 2005 through 2009.

[2] The 2010 actuals reported here have been updated from the forecasts included in the *Revised 2012/13 – 2014/15 Service Plan* of the former Ministry of Public Safety and Solicitor General based on the most recent data available.

[3] The 2011 targets for these measures have been revised from those reported in the *Revised 2012/13 – 2014/15 Service Plan* of the former Ministry of Public Safety and Solicitor General based on the updated 2010 actuals.

[4] The actual rates for 2011 are preliminary until the various data sources (police, ICBC, the BC Coroners Services and Statistics Canada) have been fully reconciled and final rates determined.

Discussion of Results

The Ministry targets annual reductions of three per cent in the numbers of traffic fatalities and injuries in the province. Preliminary results indicate that the 2011 targeted reductions were exceeded.

As these rates are affected by random variations from year to year, trends are most meaningful when considered over the long term. The influence of factors external to government programs must also be taken into account. Despite these considerations, reductions in fatalities and injuries over the long term remain the best indicators of road safety improvements.

The Ministry continues to work with all key partners and stakeholders in the development and implementation of road safety policies and programs.

Performance Measure 16: Impaired Driving Fatality Rates

Performance Measure	2005-2009 Baseline[1]	2009 Actual	2010 Actual	2011 Target	2011 Actual[2]
Number of impaired driving fatalities per 100,000 population	2.9	2.4	2.8	2.5	1.6 EXCEEDED

Data Source: Results for this measure are derived from police-reported data in the Traffic Accident System. Results include only motor vehicle fatalities where alcohol and/or drugs were a contributing factor. These data are reported by calendar year. Rates per 100,000 population are calculated based on population numbers from BC Stats as of July 1st of each year.

[1] The baseline was calculated for the five-year period from 2005 through 2009. All rates reported for this measure have been updated based on the most recent data available.

[2] The rate for 2011 is preliminary until the various data sources (police, ICBC, the BC Coroners Service and Statistics Canada) have been fully reconciled and final rates determined. The data are dependent on matching fatalities with human contributing factors. Additional time is therefore needed for finalization of police investigations to determine the involvement of alcohol and/or drugs as contributing factors.

Discussion of Results

Targets for this measure were based on the Province's commitment to reduce motor vehicle fatalities where alcohol and/or drugs are a contributing factor by 35 per cent by or before the end of 2013. Based on preliminary results for 2011, that commitment has already been exceeded.

During the baseline years, from 2005 to 2009, an average of 133 people died each year in British Columbia in motor vehicle collisions involving alcohol and/or drugs. That equates to approximately three people every year per 100,000 people. Based on population estimates, if the targets for this measure continue to be met or exceeded, 90 or more lives will have been saved in British Columbia by the end of 2013.

Goal 9 Prevention of adverse events and mitigation of their impacts

Objective 9.1 **Emergency prevention, preparedness, response and recovery are effectively managed**

Objective 9.2 **Fire prevention, life safety and property protection programs are promoted**

Objective 9.3 **Communities are informed and educated about deaths in support of public health and safety initiatives**

Objective 9.4 **Consumers are protected through effective legislation**

Strategies

- The Ministry works with local governments, First Nations, federal departments, industry and volunteers to support the emergency management pillars of prevention/mitigation, preparedness, response and recovery, and engages provincial, national and international partners to enhance collective emergency preparedness.
- The Ministry continues to maximize the Province's ability to recover funding from the federal government's Disaster Financial Assistance Arrangement Program through claims for all eligible events.
- The Ministry enhances and supports volunteer participation in provincial emergency programs and provides training, guidance and recognition to support Public Safety Lifeline Volunteers to ensure British Columbia communities are prepared for and able to respond to emergencies and disasters.

Public Safety Lifeline Volunteers

About 13,000 people across the province volunteer their time and expertise in preparing for and responding to emergency situations. Registered volunteers participate in Search and Rescue, Emergency Social Services, Emergency Radio Communications, Provincial Emergency Program Air Search and Rescue, BC Road Rescue Service, and General Services. For more information, visit: www.pep.bc.ca/volunteer/volunteer.html.

- The Ministry supports the creation and review of multi-agency emergency management plans as required to ensure that effective strategies are in place to address many types of emergencies and disasters. These plans foster cooperation among multiple organizations and focus on public safety, human consequence management, infrastructure and property protection, and managing the aftermath of events.
- Relationships continue to be strengthened among the Office of the Fire Commissioner, partner agencies and stakeholder groups, and support is provided to fire departments, local governments and the public to ensure effective fire safety and prevention.

- The Ministry works with other ministries and the Union of British Columbia Municipalities to provide structure protection during wildfire seasons, primarily in regions of the province with no organized fire department, and to coordinate and strengthen planning and mitigation for flood protection.
- Funding to eligible applicants is provided through the Flood Protection Program for projects that aim to reduce flood hazards in British Columbia, including both structural enhancements and sediment removal.
- The BC Coroners Service continues to conduct thorough and timely investigations, inquests and death review panels and to make appropriate recommendations.
- The Ministry provides oversight of the administration of consumer protection legislation by Consumer Protection BC and the Motor Vehicle Sales Authority of British Columbia, and works with these agencies to enforce consumer protection legislation and protect consumers' interests. The Ministry also undertakes research and participates with other jurisdictions on emerging consumer issues, and explores areas requiring new or strengthened consumer protection legislation.

Performance Measure 17: TEAMS Positions Filled

Performance Measure	2009/10 Baseline	2010/11 Actual	2011/12 Target[1]	2011/12 Actual
Percentage of critical Temporary Emergency Assignment Management System (TEAMS) positions filled by qualified government employees	91	96	97	97 ACHIEVED

Data Source: Results for this measure are derived from records kept by the Ministry during training and operational deployments.

[1] This target has been revised from the target of 93 per cent reported in the *Revised 2011/12 – 2013/14 Service Plan* of the former Ministry of Public Safety and Solicitor General. The original target of 93 per cent was based on a forecast actual of 83 percent for 2010/11.

Discussion of Results

The Temporary Emergency Assignment Management System is a staffing strategy that maintains a resource pool of provincial government employees from across all ministries who, through formalized training and on-site mentoring, have achieved a high level of emergency management expertise and experience. Members fill key British Columbia Emergency Response Management System functional roles within any of the six Provincial Regional Emergency Operations Centres, and/or the Provincial Emergency Coordination Centre, when they are activated in support of local communities responding to an emergency or disaster.

To be qualified, members must have developed and maintained their skills by participating in either an exercise or an actual field deployment situation in the prior 12 months. They must also be registered with the program and available for rapid deployment.

The Ministry tracks the number of members registered with the program as well as the average number of training and operational (deployed) days per member as an indicator of the readiness

of the provincial emergency management structure. The number of qualified members currently required for a full provincial complement is 120. In 2011/12, 97 per cent of those positions were filled.

Goal 10 Effective legal services to government

Objective 10.1 **Government follows the rule of law**
Objective 10.2 **Legal services to government are provided by experts, are proportionate to the level of risk, and are efficient and sustainable for ministries**
Objective 10.3 **Legal services are provided to client ministries through a variety of means, optimizing use of technological opportunities**

Strategies

- The Ministry continues to focus on client relations and service delivery, improving its communications with client ministries and streamlining its processes, including cost recovery.
- Legal Services Branch launched its client intranet site in 2011/12 and has developed new interactive sites for some clients to share information and services specific to their operations.
- The Ministry recognizes the importance and value of sharing knowledge across the organization and is developing technologies to support knowledge management.

Rule of Law

The rule of law is a fundamental principle in a free and democratic society. It means that only laws properly made or created can affect or limit our freedom. No person is above the law, and we are all protected by the law and its process.

The Ministry provides civil legal services to Cabinet, ministries and certain public agencies to assist them in fulfilling their business objectives in accordance with the rule of law.

Performance Measure 18: Satisfaction with Legal Services

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual[1]
Percentage of government ministry clients satisfied with the quality, timeliness and consistency of legal services	89	DATA NOT AVAILABLE	90	90 ACHIEVED

Data Source: Legal Services Branch Survey. The measure reports the average overall satisfaction rating based on four questions that ask respondents to report their overall satisfaction with the following services: Solicitors; Barristers; Legislative Counsel; and, Outside Counsel.

[1] The actual for 2011/12 is based on the results of a survey administered by BC Stats in October and November 2011.

Discussion of Results

The Ministry delivers legal services to government on the basis of service-level agreements with each ministry and agency. These agreements set out the services that are to be delivered and the costs of the services.

The Ministry tracks client satisfaction with legal services to indicate the quality of services provided.

Report on Resources

	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Justice Services	104,327	7,901	112,228	112,574	346
Prosecution Services	106,856	2,740	109,596	111,270	1,674
Court Services	94,926	8,953	103,879	104,534	655
Legal Services	16,723	0	16,723	14,271	(2,452)
Agencies, Boards and Commissions	13,255	0	13,255	13,016	(239)
Executive and Support Services	15,591	0	15,591	15,608	17
Corrections	190,443	3,072	193,515	197,667	4,152
Policing and Security Programs	294,202	22,700	316,902	318,337	1,435
Victim Services and Crime Prevention	41,857	8,299	50,156	50,156	0
Emergency Management BC	27,793	0	27,793	23,474	(4,319)
Office of the Superintendent of Motor Vehicles	4,492	4,041	8,533	8,533	0
Corporate Services	11,051	0	11,051	9,783	(1,268)
Judiciary	67,025	0	67,025	65,040	(1,985)
Crown Proceeding Act	24,500	4,957	29,457	29,457	0
British Columbia Utilities Commission	1	0	1	0	(1)
Emergency Program Act[2]	14,478	67,267	81,745	81,745	0
Statutory Services[3]	14,785	(607)	14,178	13,505	(673)
Statutory – *Public Inquiry Act*	0	4,794	4,794	4,794	0
Adjustment of Prior Year's Accrual	0	0	0	(70)	(70)
Total	**1,042,305**	**134,117**	**1,176,422**	**1,173,694**	**(2,728)**

Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Justice Services	53	0	53	121	68
Prosecution Services	680	0	680	182	(498)
Court Services	4,180	0	4,180	3,048	(1,132)
Executive and Support Services	319	0	319	275	(44)
Corrections	0	0	0	3,123	3,123
Policing and Security Programs	0	0	0	136	136
Emergency Management BC	0	0	0	31	31
Office of the Superintendent of Motor Vehicles	0	0	0	1,254	1,254
Corporate Services	6,657	0	6,657	0	(6,657)
Judiciary	704	0	704	142	(562)
B.C. Utilities Commission	10		10		(10)
Statutory Services[3]	499	0	499	605	106
Total	**13,102**	**0**	**13,102**	**8,917**	**(4,185)**
Other Financing Transactions ($000)					
Executive and Support Services (Interest on trusts and deposits)	0	0	0	0	0
Receipts	(1,100)	0	(1,100)	(870)	230
Disbursements	1,100	0	1,100	870	(230)
Net Cash Source (Requirements)	0	0	0	0	0
Total Receipts	**(1,100)**	**0**	**(1,100)**	**(870)**	**230**
Total Disbursements	**1,100**	**0**	**1,100**	**870**	**(230)**
Total Net Cash Source (Requirements)	**0**	**0**	**0**	**0**	**0**

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies.
[2] The *Emergency Program Act* provides for response and recovery from emergencies and disasters, and for hazard mitigation initiatives.
[3] Statutory Services includes the following Special Accounts: Civil Forfeiture Account; Corrections Work Program Account; Forfeited Crime Proceeds Fund; Public Guardian and Trustee; and, Victim Surcharge.

Operating Expenses – Variance Explanations
Prosecution Services: Mostly major trial costs, riot prosecution and other workload pressures
Court Services: Downtown Community Court cost, major trials and workload pressures
Legal Services Branch: Surplus due to greater than expected recoveries
Corrections: Structural pressures
Policing and Security Programs: RCMP pressures and Riot Review
Emergency Management BC: Targeted savings
Corporate Services: Targeted savings
Judiciary: Provincial Court savings from delays in judicial appointments
Statutory Services: Greater than anticipated recovery costs from clients (e.g. legal costs) by Public Guardian and Trustee

Major Capital Projects

Representing the largest capital expansion in the history of British Columbia Corrections, the Corrections Capital Asset Management Plan (CAMP) was developed to address current and future capacity demands in correctional centres in British Columbia.

Government's CAMP Phase One approval included a total of $185 million in capital between 2008/09 and 2013/14 for three separate projects to add 340 new cells to the provincial capacity:

- A 20-cell expansion for women at the Prince George Regional Correctional Centre, completed in December 2010;
- An addition at Alouette Correctional Centre for Women, to be completed in 2012 and adding 104 cells; and,
- An addition to the Surrey Pretrial Services Centre to be completed in late 2013 and adding 216 cells.

The Camp Phase Two Plan includes construction of a 360-cell Okanagan Correctional Centre. A business case is now being prepared to support construction of the facility on the Osoyoos Indian Band's proposed site – the Senkulmen Enterprise Park on Highway 97, located 28 kilometres south of Penticton and seven kilometres north of Oliver – the project will create up to 500 direct and 500 indirect jobs. On completion, the centre will provide the equivalent of 240 new, full-time positions and will more than double correctional centre capacity in British Columbia's Interior.

In addition to these major capital projects, Corrections responded to government's construction stimulus program with the implementation of $40 million in Accelerated Infrastructure Projects to increase the ability of existing institutions and offices to safely and securely accommodate offenders. Benefits of the funding to Community Corrections include office changes to ensure staff and client safety, increased office security, and interview rooms that facilitate client-staff engagement in a safe and secure environment. Benefits of the funding to Adult Custody include increased security, and increased staff and inmate safety.

Annual Service Plan Report Appendices

Appendix A: Combined Forces Special Enforcement Unit of British Columbia (CFSEU-BC)

In 1999, the Organized Crime Agency of British Columbia (OCABC) was developed as an independent Designated Policing and Law Enforcement Unit under the *Provincial Police Act*.

In 2004, the Combined Forces Special Enforcement Unit-British Columbia (CFSEU-BC) was developed in consultation with the Province as an initiative to integrate the OCABC, the municipal police departments and the RCMP.

The Board of Governance for the OCABC also acts as the Board of Governance for CFSEU-BC. The Board is comprised of the Deputy Commissioner Pacific Region and Commanding Officer "E" Division RCMP, the President of the BC Association of Chiefs of Police, the President of the BC Association of Municipal Chiefs of Police and the Chief Constable of the Vancouver Police Department. The Board determines the strategic direction of CFSEU-BC and ensures the operational priorities are aligned with the policing priorities for the Province. CFSEU-BC operates under the RCMP policies and procedures. The board members receive no remuneration.

Chief Superintendent Dan Malo is the Chief Officer in charge of CFSEU-BC and leads an executive team comprised of civilian members in addition to regular RCMP and Municipal officers seconded from across the province. The Gang Task Force, Organized Crime Operations, and the Firearms Enforcement Team are just a few of the teams that fall under the responsibility of the CFSEU-BC. Offices for the CFSEU-BC are located in the Lower Mainland, Prince George, Kelowna and Victoria.

The mission of CFSEU-BC is to facilitate the disruption and suppression of organized crime which affects British Columbians. The mandate is to investigate, prosecute, disrupt and suppress criminal organizations, consistent with local, regional, national and international priorities. CFSEU-BC also supports other agencies by assisting in organized and major crime investigations.

More information may be found at: www.cfseu.bc.ca/cms.

Appendix 2: Ministry Contact Information

Visit our website at www.gov.bc.ca/justice

Enquiry BC refers members of the public to appropriate government offices by transferring calls and forwarding e-mails free of charge. Hours of operation are 7:30 a.m. to 5:00 p.m., Monday to Friday. Email: EnquiryBC@gov.bc.ca

In Victoria, call: 250-387-6121
In Vancouver, call: 604-660-2421
Elsewhere in British Columbia, call: 1-800-663-7867

Telephone Device for the Deaf (TDD)
In Vancouver, call: 604-775-0303
Elsewhere in British Columbia, call: 1-800-661-8773

Domestic Violence Helpline
1-800-563-0808
www.domesticviolencebc.ca
Confidential; Free; 24 hours/7 days; Multiple Languages

Human Trafficking Helpline
1-888-712-7974
Confidential; Free; 24 hours/7 days; Multiple Languages
For assistance with human trafficking cases, including emergency services, and accessing shelter, interpretation and translation services.

JusticeBC provides online access to more than 300 pages of information about the criminal justice system, as well as links to other resources and services: www.justicebc.ca

VictimLink BC
1-800-563-0808
www.victimlinkbc.ca
Confidential; Free; 24 hours/7 days; Multiple Languages
Provides help and information for victims of family and sexual violence, and all other crimes.

For information regarding program areas of the Ministry of Justice, please refer to the following:

Office of the Deputy Attorney General and Deputy Solicitor General
- 250-356-0149

Corrections
- www.pssg.gov.bc.ca/corrections

Criminal Justice Branch
- www.ag.gov.bc.ca/prosecution-service/

Court Services
- www.ag.gov.bc.ca/courts

Dispute Resolution Office
- www.ag.gov.bc.ca/dro

Emergency Management BC
- BC Coroners Service: www.pssg.gov.bc.ca/coroners
- Office of the Fire Commissioner: www.pssg.gov.bc.ca/firecom
- Provincial Emergency Program: www.pep.bc.ca

Family Maintenance Enforcement Program
- www.fmep.gov.bc.ca

Office to Combat Trafficking in Persons
- www.pssg.gov.bc.ca/octip

Policing and Security Programs
- Police Services: www.pssg.gov.bc.ca/policeservices/
- Security Industry Licensing: www.pssg.gov.bc.ca/securityindustry

Superintendent of Motor Vehicles
- www.pssg.gov.bc.ca/osmv

Victim Services and Crime Prevention
- Victim Services: www.pssg.gov.bc.ca/victimservices
- Community Safety and Crime Prevention: www.pssg.gov.bc.ca/crimeprevention

Legislation and Ministry Responsibilities
- www.leg.bc.ca/legislation/index.htm

Crowns, Agencies, Boards and Commissions
- www.ag.gov.bc.ca/abc
- www.pssg.gov.bc.ca/policeservices/boards/index.htm
- www.consumerprotectionbc.ca